

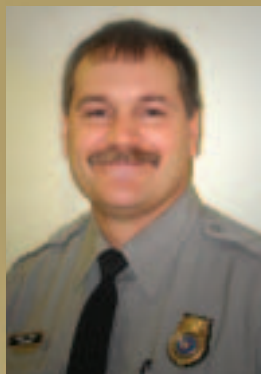
Wisconsin DNR Bureau of Law Enforcement

STRATEGIC PLAN 2008–2012



MOVING FORWARD in the 21st Century

A Message from Chief Warden Randy Stark



On October 12, 1907, during a speech in Memphis, Tennessee, President Theodore Roosevelt said, “Conservation of our natural resources is the fundamental problem. Unless we solve this problem, it will avail us little to solve all others.” Each day that goes by, we become more and more aware of the truth of those words.

Roosevelt was president during times of rapid change. He and others recognized the threats these changes represented to the sustainability of our natural resources. Fortunately, because of actions taken by President Roosevelt and a host of other forward thinking conservation heroes like George Bird Grinnell, Gifford Pinchot, Rachel Carson, and Wisconsin conservation leaders including Aldo Leopold, William A.P. Aberg, Haskell Noyes, and Gaylord Nelson, our generation has inherited the natural resources we have today.

THIS IS OUR TIME. Our mission is the same for the future as it has been in the past: *protecting, promoting, enhancing, and passing on our natural resources to future generations.* Yet we face new challenges that require new strategies and present unique opportunities.

It’s clear from a review of shifting social, technological, and environmental trends that the circumstances under which conservation work will be carried out have changed and will continue to change rapidly in the next decade and beyond.



In order to be effective, it’s important that we consider the changes that are occurring, and interpret the implications in terms of what they may mean to future conservation efforts. In this way, we’re better able to adapt our strategies to be successful in addressing these new challenges ahead.

This plan contains our six goals for the future, as well as the strategies and objectives in pursuit of those goals. It is the product of input from the public we serve, our partners, the people who serve in the Bureau of Law Enforcement, and other Department of Natural Resources programs. We thank everyone for their contributions and look forward to working with others to make this plan a reality.



Wisconsin DNR Bureau of Law Enforcement

SAME MISSION...New Challenges and Opportunities

OUR MISSION:

To protect, enhance and promote public safety and our natural resources through enforcement, education, and community involvement, and encouraging everyone to be stewards of our natural resources on behalf of future generations.

OUR VISION:

We will be the most effective, professional, and progressive Conservation Law Enforcement agency in the world, the investment of choice for the people we serve, and employer of choice for the people who join us in our mission. Our legacy will be passing on the conservation ethic to future generations along with an inheritance of sustainable natural resources.

NEW CHALLENGES:

- Wisconsin's population is growing and changing.
- The number of citizens over age 65 will double, and will represent 20% of the total population by 2030.
- Wisconsin's population is becoming more culturally and ethnically diverse.
- A larger population demands more energy production.
- It will be a challenge to meet the need for clean water in sufficient quantities.
- Increasingly, more of our population will live in an urban rather than rural location.
- Technology will continue to affect the way people communicate and receive information.
- New diseases that threaten fish, wildlife and native vegetation will be discovered.
- Invasive and exotic species of plants and animals will continually be a challenge to control.
- Exposure to environmental contaminants will have implications for human health.

NEW OPPORTUNITIES:

- Create a broader constituency for conservation.
- A more diverse conservation community.
- Increased and enhanced opportunity for outreach.
- An army of mentors to pass on the outdoor heritage.
- An enhanced level of environmental awareness and the economic necessity of conservation.
- Increased knowledge of the connection between human health and environmental health.
- Emphasize the importance of personal action.



“Protecting People and Natural Resources”

GOAL 1

Maintain healthy and diverse wildlife populations and habitats.

RATIONALE:

Healthy and abundant wildlife, diverse habitats, and aesthetically appealing landscape characterize Wisconsin. Without wildlife and the habitats that support them, our recreational opportunity, our economy in Wisconsin, and our overall quality of life would be significantly impacted.



What the people of Wisconsin tell us:

- Citizens are "very concerned" about the loss of natural habitats.
- They want wardens to do more enforcement work on captive wildlife regulations.
- They see combating the spread of invasive species as being "very important."
- Citizens say protecting wildlife populations from disease is "very important."
- They say to "increase enforcement for wildlife violators."

Some of the things we will do:

- Place an emphasis on illegal commercialization of our natural resources.
- Prevent the introduction of, and contribute to the control of diseases that threaten the health of wildlife populations.
- Enforce laws that are designed to control the spread of invasive and exotic species that adversely impact wildlife and native vegetation.
- Protect biodiversity and wildlife populations by protecting habitat.



GOAL 2

Enhance opportunity, safety, and enjoyment of outdoor recreational experiences in Wisconsin.

RATIONALE:

Ensuring everyone has access to our natural resources and creating a safe and enjoyable environment for outdoor recreation is critical to public safety, participation in outdoor recreation, passing on the conservation ethic, and the reputation of Wisconsin as an outdoor recreation destination.



What the people of Wisconsin tell us:

- Citizens feel excess speed, operating while intoxicated, and noise levels are the three most important issues facing boating, snowmobiling, and All Terrain Vehicle riding in Wisconsin.
- Outdoor enthusiasts want to see more warden presence on trails and waterways.
- Outdoor users say complicated hunting and fishing regulations are complicated and a concern.
- Hunters say that having access to a place to hunt is the most important issue facing the future of hunting.

Some of the things we will do:

- Expand enforcement, patrol, and educational activities regarding boat, snowmobile, and All Terrain Vehicle use to enhance access and promote safe recreation on Wisconsin's byways.
- Emphasize enforcement of laws dealing with noise and intoxicated operation.
- Simplify hunting, fishing, trapping, and recreational vehicle rules.
- Prioritize the enforcement of the Hunter Harassment law.
- Enhance the Hunter Education Program.
- Emphasize removing criminal offenders from the recreational environment.



GOAL 3

Enhance public safety by being ready to respond to emergencies, natural disasters, and acts of terrorism.

RATIONALE:

In recent years, acts of terrorism and the occurrence of natural disasters have demonstrated the need for government agencies to work together and be prepared to rapidly and competently respond to emergencies that impact public safety and the environment. The Bureau of Law Enforcement can respond to an emergency anywhere in the state in any venue, and we are uniquely trained and equipped to provide emergency response and patrol in maritime, rural, and wilderness venues.

Some of the things we will do:

- Enhance radio communications by replacing all conservation warden two-way radios with radios capable of communicating with other agencies across the state.
- Equip and maintain a Field Operations Support Unit and keep it in a state of readiness to respond to emergencies, disasters, and acts of terrorism.
- Establish Regional Response Teams.
- Provide advanced Incident Command System training to all staff.
- Integrate and cooperate closely with other agencies in the Homeland Security community.



GOAL 4

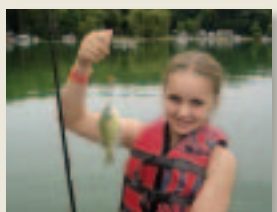
Raise the level of appreciation for our natural resources and the benefits they provide, lead by example in conservation, and pass on the conservation ethic to future generations.

RATIONALE:

Our society is changing. Our population is growing; it's older, more urbanized, and increasingly culturally diverse. Land use and ownership patterns are changing. Our climate is warming. Our economy is now globalized. These are just some of the changes that present challenges and opportunities in terms of how conservation is done in the future. Successful conservation efforts in the future will require Wisconsinites to have a high level of ecological literacy, an appreciation for the ecological services provided by our environment, and a desire to transmit the conservation ethic to future generations.

What the people of Wisconsin tell us:

- People tell us passing on the conservation ethic to future generations is very important.
- Citizens say loss of connection with the natural world is one of the most important issues facing hunting in the future.
- Outdoor users say the recruitment of new hunters is one of the most important issues facing hunting in the future.
- Citizens want to see wardens play a more active role in education.



Some of the things we will do:

- Emphasize the "No Child Left Inside" initiative that promotes introduction of youth to outdoor experiences.
- Together with staff from other programs, the warden service will participate in the planning, promoting, and delivery of the Youth Outdoor Education Exposition annually to create opportunities for youth to be exposed to kindling experiences in outdoor recreational opportunities.
- Create opportunities to introduce diverse cultures and communities into the conservation community.
- Encourage individual conservation wardens to pursue projects in their respective local communities that foster local involvement, ownership, and stewardship of the natural resources so people benefit from and have a genuine stake in conservation.



GOAL 5

Protect public health and the environment by protecting our air, land, and water.

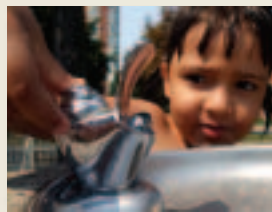
RATIONALE:

Our life, health, economy, quality of life, and national security are all subsidiaries of our natural resources. By investing in the protection and conservation of our air, land, and water, we are investing in our future.



What the people of Wisconsin tell us:

- Citizens tell us environmental enforcement efforts should increase in the next 5-7 years.
- Citizens tell us environmental enforcement is important to their personal health.
- People say environmental enforcement is very important to their outdoor recreation.
- They want staff to work more on environmental issues.
- Citizens say the most important issue facing fishing in Wisconsin in the future is water quality and water pollution.
- Citizens said fear of contaminated fish (intended for human consumption) was one of the most important issues facing the future of fishing.



Everyone needs clean water.

Some of the things we will do:

- Engage in proactive enforcement and education to obtain compliance with environmental protection laws, and minimize threats to public health and the quality of our environment.
- Engage in outreach efforts designed to influence individual behavior by giving people information about the connection between human health and the health of the environment.
- Protect human health and fish & wildlife habitat through enhanced coordination in violation prevention and enforcement of environmental violations..

GOAL 6

Lead, adapt, and manage the organization to achieve our mission while providing our people with fulfilling careers.

RATIONALE:

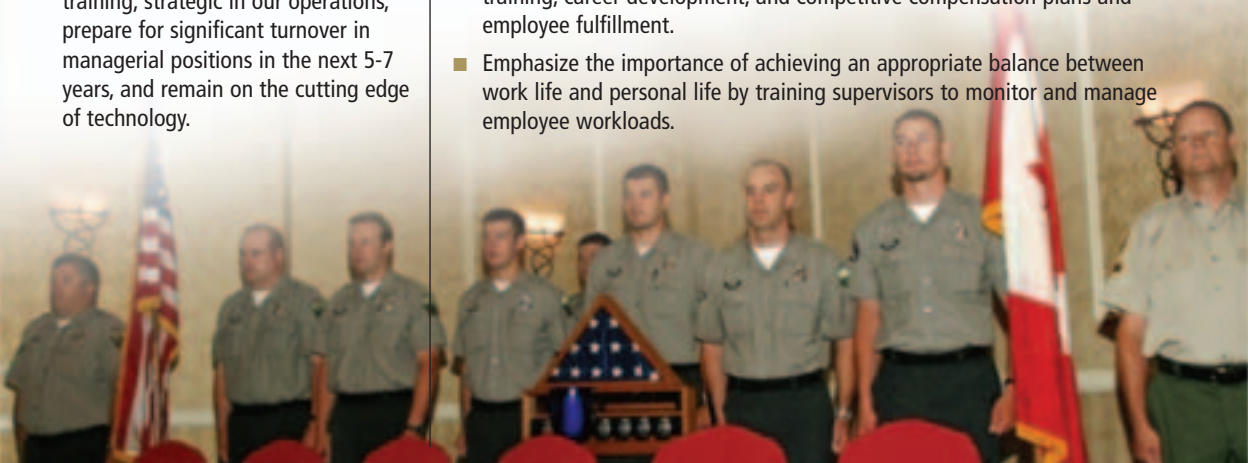
In order to be successful in the future, we'll need to continue to adapt to new challenges and threats to our air, land and water. We'll need to be viewed as the investment of choice by the public we serve and the employer of choice for the people who join us in our mission. We'll need to continue to recruit and hire the right people, be progressive in our thinking and training, strategic in our operations, prepare for significant turnover in managerial positions in the next 5-7 years, and remain on the cutting edge of technology.

What the people of Wisconsin tell us:

- Most people prefer to receive information on conservation via the Internet and the DNR website.

Some of the things we will do:

- Ensure that the Bureau of Law Enforcement is viewed by the public as the investment of choice for conservation law enforcement.
- Recruit, hire, and retain a competent and diverse workforce by providing training, career development, and competitive compensation plans and employee fulfillment.
- Emphasize the importance of achieving an appropriate balance between work life and personal life by training supervisors to monitor and manage employee workloads.



This unique strategic plan initiative included more than three years of work and has utilized the skills and ideas of diverse groups of individuals and organizations. Because of their contributions, we will be better prepared for the challenges of the future.

The initial roll-out of our “Futures Initiative” (strategic plan) involved a strategic vision exercise that included all Bureau of Law Enforcement staff. At that time, employees provided their thoughts and ideas as to what challenges and opportunities the future holds.

To expand this vision, a second exercise involving other Department employees or “internals” was conducted to see how DNR employees from other programs viewed the Bureau of Law Enforcement and what they expected of law enforcement in the future.

Third, a select group of citizen representatives or “externals” spent a weekend in 2006 to brainstorm a citizen's vision for the future of the Bureau.

Lastly, a public Internet survey was conducted via the DNR website that gave citizens from across the state the opportunity to comment on what priorities the Bureau should focus on.

Perhaps the most remarkable part of this process over the past three years was how consistent the concerns were, as expressed by the majority of the people participating in these efforts. Wisconsin's “Conservation Ethic” came out strong in these discussions and is indicative of a way of life for many of our residents.

Given this valuable public input, the Bureau of Law Enforcement has responded with a new strategic plan to guide our staff into the future. We are sharing this plan with you.



Although this strategic plan is a final product of our *Futures Initiative*, it does not mean we have ended our “watch” over future trends.

We will assign a dedicated group of staff to continually monitor new developments that impact citizens, recreational opportunities, our environment and natural resources. We want you to know that your important contributions in anticipating the future will be matched by our commitment to provide you the best possible service in natural resource protection and conservation.



The Bureau of Law Enforcement offers its most sincere thanks and appreciation to the following people who contributed to the development of this strategic plan:

All Bureau of Law enforcement staff, Department personnel from other divisions and bureaus, specifically; Russell Anderson, Steven Avelallemant, Pamela Biersach, Cole Couvillion, Colin Duffy, Norman Dunbar, William Engelfried, Scott Ferguson, Kellie Hedlund, Signe Holtz, Randy Jurewicz, Regina Kammes, Kevin Kessler, Mark McDermid, James McNelly, Pam Mickelson, Bonnie Miller, Mark Nelson, Kristy Rogers, Paul Samerdyk, Randy Schott, Laurel Steffes, Kurt Thiede, Michael Toneys, Bernard Trussoni, Mike Zeckmeister, Teresa Scollon, Mary Hamel, Steve Elmore; members of the public who volunteered two days of volunteer effort to this plan, specifically; Pam Jahnke, Peggy Farrell, Pat Thornton, Jim Hjelmgren, Lil Pipping, Fred Maulson, Bill Pielsticker, Larry Strangfeld, Doug Burrows, Paul McCann, Dave Pozorski, Bobby Donahue, Tom Chwala, Randy Cutler, Sandy Heidel, Mike Reiter, William Meyer, Bob Manske, Darrel Toliver, Tim Eisele, Buck Malick, Scott Maves, and a special thanks to the members of the Bureau's Futures Committee; Steve Dewald, Tim Lawhern, April Dombrowski, Carl Mesman, David Holmes, Dean Gullickson, Jon Scharbarth, Kristin Turner, Mike Green, Mike Young, Pete Dunn, Rick Rosen, Karl Brooks, Shawna Stringham, and Brian Ezman.

The input and work product provided by the people listed above was a major part of the effort that was used to prepare the Bureau of Law Enforcement for the challenges of the next five years.



Wisconsin Department of Natural Resources
Bureau of Law Enforcement

